



ASSOCIATION OF BAY AREA GOVERNMENTS
METROPOLITAN TRANSPORTATION COMMISSION

Equity Bench

Consultant Catalog





CONTENTS

WELCOME	1	Lowe Consulting Group, Inc.	17
INTRODUCTION	2	Mariposa Planning Solutions	17
EQUITY STATEMENT	3	The Mark USA, Inc.	17
ON-CALL BENCH CATEGORIES	4	Nelson\Nygaard Consulting	18
CONSULTANTS	5	Nutter Consulting	19
ARUP North America	5	Redwood Resources	20
The Aspire Group	6	Reflex Design Collective	21
Calm Waters Group	6	Seam Social Labs	21
Cause Impacts	7	Urban Habitat Program	22
Center For Neighborhood Technology (CNT)	8	WSP US	23
CivicMakers	9	CONTACTS	25
Contigo Communications	10	DISADVANTAGED	
Cornerstone Consulting HR	11	BUSINESS ENTERPRISE AND	
CPS HR Consulting	11	SMALL BUSINESS ENTERPRISE STATUS	
Davis & Associates Communications, Inc.	11	(Revised April 14, 2021)	27
Eastern Research Group	12	Service Category A:	
Equity First Consulting	13	Internal Operations	27
Exygy, Inc.	13	Service Category B:	
Guidehouse Inc.	14	Investments and Policy	28
HR&A Advisors	14	Service Category C:	
ICF Incorporated, LLC	15	Community and Partner Engagement	30
Kimley-Horn and Associates	16	Service Category D:	
		Innovation	31
		Service Category E:	
		Environmental Justice	33



WELCOME

At the Metropolitan Transportation Commission (MTC), equity is inclusion in a Bay Area region where everyone can participate, prosper, and reach their full potential. MTC advances equity with a racial justice focus by investing resources for historically underserved, systemically marginalized groups including low-income and communities of color at a scale to meaningfully reverse the disparities in access that diminish the nine-county Bay Area. One of the ways MTC is advancing equity is by utilizing the Equity Platform; a tool and framework that provides guidance and suggested “best practices” for engaging in the process of learning, developing, and grounding equity in our workplan that touches the nine counties and one hundred and one cities that we represent.

The Equity Platform looks inward as well as outward to elevate groups and programs that help lift us all. When communities support those who need it most, when we create the circumstances that allow those who have been left behind to participate and contribute fully, everyone wins.

Additional information on the equity work that MTC is engaging in can be found on our website listed below.

<https://mtc.one/equity>

The Equity Platform is one tool in our toolkit that MTC staff and some of our regional partners are approaching bringing an equity lens to both our existing portfolio of work as well as any new programs that we are planning or implementing. Used in conjunction with the Equity Bench, our diverse group of equity consultants listed on the following pages, MTC will further advance our equity goals and ensure that all the region’s stakeholders can participate in our vibrant, thriving and diverse Bay Area Community



INTRODUCTION

Thank you for your participation and enthusiasm in working in the equity space. As part of MTC's commitment to supporting equity activities both at our agency and throughout the Bay Area, we have put together this brochure to help city and county governments and our many other partner agencies learn more about MTC's On-Call Equity Consultant Bench.

With the support of MTC's Contracts team, we included "Cooperative Use" language in the request for- qualifications, allowing other agencies to use our RFQ process to satisfy their own contracting and procurement guidelines. We invite our partners to use this brochure as something of a "Consultant Catalog" through which MTC's pre-approved consultants may be accessed directly. We hope this will encourage both efficiencies in the contracting process and responsible stewardship of public funds.

Because some organizations on the MTC Equity Bench may be unfamiliar to partner agencies in the Bay Area or beyond, this brochure in many cases includes not only basic contact information but also a description of the kinds of equity-related work in which each consultant engages.

There are several consultant firms that either operate as an "umbrella" organization, holding several different agencies under one roof to provide a full complement of services e.g. EXYGY, Inc, or they serve as both a "Prime" firm and a subconsultant on a team for another group. If you do not see descriptive information listed under a "Prime" consultant's business name, then please scan the remaining descriptions as additional information might be gleaned from their serving as part of a team with another group.

We have also provided information regarding the "Prime" consultant's DBE and/or SBE status to further assist you in making an appropriate choice in finding an equity consultant to fit your needs.

These descriptions have been provided by the consultants themselves and were not written by MTC staff.



EQUITY STATEMENT

The working definition of equity used by MTC and the Association of Bay Area Governments is “inclusion into a Bay Area where everyone can participate, prosper and reach their full potential.”

MTC and ABAG strive to advance equity through careful consideration of investments and policies that affect historically underserved and systemically marginalized groups, including families with low incomes and communities of color. The agencies' Equity Platform is built around the common vision of furthering long-term equity actions that meaningfully reverse disparities in access and dismantle systemic exclusion.

ON-CALL BENCH CATEGORIES



Internal Operations

Organizational efforts and internal processes to advance equity and eliminate[A2] internal disparities within the agencies. This focus area includes but is not limited to designing an equity strategic plan, employee recruitment and retention practices, training focused on racial equity, professional development, succession planning, contracting practices, cultural assessments, and mentoring.



Investments and Policy

This involves designing/applying an equity toolkit to assess policies and practices, and to evaluate the distribution of benefits and burdens. Through data-informed approaches that are both experiential and quantitative, this focus area seeks to understand the value, the role, and the sphere of decisions about transportation, affordable housing, micro-mobility, and other investments. What types of investments best advance equity? Who pays? Who decides? What are the tools to track and evaluate investments/policies to ensure successful outcomes? What policies promote continuous improvement? How do we reflect community accountability?



Community and Partner Engagement

Advance authentic engagement by deeply listening to residents to identify and delivering solutions to ongoing challenges in their communities. This focus area includes partnering with Community Based Organizations, leveraging their subject matter expertise and experience in low-income neighborhoods and Communities of Color to advance equitable outcomes; digging deeper than transactional outreach about discrete projects; and ensuring that historically marginalized people have a voice at the table. This helps ensure that MTC and ABAG meaningfully listen to community concerns, ideas and solutions; and that these insights gained are incorporated into the agencies' planning and service delivery strategies.



Innovation

Using new technologies, apps, platforms and mobility models to reflect the needs of low-income and communities of color as well as those of workers who do not have traditional peak-hour schedules. This focus area includes re-imagining or revitalizing traditional approaches to service delivery or project management in a way that anticipates the needs of low-income communities and communities of color in areas such as transportation, housing, land use and economic development.



Environmental Justice

Design and promote integrated strategies to shape healthy, prosperous, and inclusive communities by focusing on improved environmental outcomes and land use planning, investment, program delivery and evaluation. Through better understanding of the linkages between different factors, this focus area aims to improve health, economic and environmental outcomes to address historic underinvestment in certain areas.

CONSULTANTS

ARUP NORTH AMERICA

ARUP AMERICAS, INC.

DBA ARUP NORTH AMERICA LTD.



The Arup team including Tamika L. Butler Associates, Stuart Cohen Strategies, Mariposa Planning Solutions, and Toole Design are excited to work with MTC, local communities, and partners to help the region realize its equity goals.

Investments and Policy

Express Lanes Equity Analysis and Design: Arup designed the first-in-the-region equity program for the 101 Express Lanes Equity Study in San Mateo County. Mariposa Consulting is working with the Oregon DOT on an Equity Study of I-5 and I-205 Tolling Projects. Stuart Cohen authored the 2019 TransForm report Pricing Roads/Advancing Equity which describes structural inequities in our transportation system and how these may be remedied in part by effective, equitable road pricing.

State Funding Programs: Our team brings a wealth of experience working with local and state agencies to secure funding and align it to equitable outcomes. Under contract with the Strategic Growth Council (SGC), the Arup team provided hands-on technical assistance to local governments, agencies and nonprofits in Northern California to apply for the Sustainable Transportation Equity Program

(STEP) grant program and the Affordable Housing Sustainable Communities grant program.

Equitable Local Funding Measures: Stuart Cohen has been shaping Bay Area sales tax measures since leading a groundbreaking equity and environmental coalition to inform and pass Alameda County's Measure B in 2000. Chris Lepe of Mariposa Consulting has co-led coalitions with social justice, labor, environmental and other organizations to achieve increased funding for bus service in Santa Clara County (Measure B, 2016) and a stronger commitment to bus service improvements in San Mateo County (Measure W, 2018).

Innovation

Tamika Butler acted as a project equity advisor on Remixing Innovation for Mobility Justice, a partnership between TransForm and Remix aiming to advance equity practices and collaboration in the public and private mobility sectors. Toole Design assisted MTC and its regional partners to create a Bay Area Bikeshare Strategic Plan that included an equity strategy to improve access to the system for low-income and environmental justice communities.

Environmental Justice

Intersectional Equity Advising and Analysis: The Arup team works with public agencies to bring into focus the interactions between race, health, environmental burdens and climate vulnerability in the context of transportation and land use decisions. In Portland, Ore., Arup is partnering to conduct an Independent Assessment of Highway Covers on I-5 in a historically

Black community. We are assessing the efficacy of proposed highway covers in meeting the needs and vision of the impacted community, which include restorative justice for the African-American and Black residents who were removed from the neighborhood during the highway's initial construction. In Los Angeles, Tamika L. Butler Consulting is providing strategic advice and expertise in the areas of equity, wellness, parks and open space, community design, transportation and other related issues in the development of the first-ever Los Angeles County Sustainability Plan.

Community-Driven Planning: For the Downtown Oakland Specific Plan, Toole Design is developing a safe, accessible and equitable multimodal network in coordination with proposed land use and economic development initiatives. For the Uptown Long Beach (Calif.) Neighborhood Mobility Enhancement Plan, Tamika L. Butler crafted a community-led effort to re-envision zoning and land use changes in North Long Beach (Uptown), a neighborhood that is home to many people of color and low-income residents, many of whom also are youths.

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CALM WATERS GROUP

Marcus Griwsold

DBA Calm Waters Group LLC



Calm Waters Group brings deep experience embedding equity and climate change into existing government policies and plans, by developing the tools and by bringing the right stakeholders to the table. We are pleased to partner with JUST Design and Bio Studio. JUST Design is a minority-owned business that deepens our team's capacity to provide equity-focused community engagement and an innovative approach to justice by design. Bio Studio is a woman-owned business that further expands our team's equitable community engagement capacity while offering deep experience in sustainable, regenerative design and planning solutions for environmental justice.

Investments and Policy

We have broad experience engaging governments, tribes and CBOs in the analysis of policies and development of more equitable watershed, air quality, site cleanup, climate action, resilience and hazard mitigation plans. We have a history of developing government policies and translating these policies into easy-to-understand and easy-to-use information, and to identify and prioritize needs by understanding and leveraging these policies. Services include policy analysis and planning, neutral facilitation, and science communication. San Mateo County Adaptation Policy, Planning and Engagement.

- Water and Climate Strategy Development for the Pit River Tribes in Northern California
- U.S. EPA Technical Assistance Services for Communities (TASC)
- Developing a Pathway to Living Roofs in San Francisco
- Equity in Clean Air Act Implementation Plans
- Maryland Equitable Climate Action and Adaptation Planning

Community and Partner Engagement

Our community engagement work begins with the concept that community members know what they need, and it ends with strategies to empower them to have their own voice in public policy. We recognize better solutions are achieved by working with stakeholder knowledge and expertise, and by building capacities to analyze and articulate their experiences and preferred interventions. Services include neutral facilitation, coalition development, capacity building, design workshops, walking tours and public meetings, focus groups, surveys, and needs assessments.

- U.S. EPA TASC
- El Puente Climate Change in Our Community Outreach Materials and Workshop
- Community and Technical Considerations for the Lamont (Calif.) Public Utility District's Plan B for Wastewater Effluent Disposal
- Sausal Creek Walkable Watershed Plan
- Coyote Meadows Redevelopment Concept Plan
- Promotora Train-the Trainer Recycling Programs
- Santa Clara County Reduce Sugary Beverages Program
- EPACENTER Community Design
- Garden St. Center for formerly incarcerated young men

Environmental Justice

The way we have developed in the past has created areas of pollution and climate risks where the most vulnerable communities are, threatening the quality of life and health of BIPOC, disabled, and other at-risk communities. We start by understanding these risks, working with communities to hear and capture their stories, and communicating this information to agencies. We believe equity requires that long-term policies support projects that empower rather than harm vulnerable communities. Services include neutral facilitation, coalition development, grant writing and management, capacity building, design workshops, public meetings, focus groups, surveys, and needs assessments.

- Maryland's Climate Equity Framework
- Sacramento Valley Station Master Plan

- Community Engagement and Equity in the Clean Air Act
- Equity in Clean Air Act Implementation Plans
- Maryland Equitable Climate Action and Adaptation Planning
- San Mateo County Adaptation Policy, Planning and Engagement
- Water and Climate Strategy Development for the Pit River Tribes in Northern California
- Developing a Pathway to Living Roofs in San Francisco
- San Diego Tribes Climate Adaptation Planning (Caltrans)
- U.S. EPA TASC

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CAUSE IMPACTS



Cause IMPACTS is a social impact strategy-consulting firm that helps organizations collaboratively develop, measure and amplify their impact using robust policy analysis, coalition building, diversity, equity inclusion audits and capacity building, program and initiative design, and program evaluation.

Internal Operations

Strategic planning, program development, process improvements and business structure assessments, and staff development and training.

Cause IMPACTS is a CA Workforce Association (CWA) Trainer and regularly conducts professional development trainings for workforce development agencies, municipalities, and community partners across the state. We provide DEI trainings, group facilitation, and other capacity building for teams and individuals. Examples include:

- **Developing the Ventura County Workforce Development Board's Prison 2 Employment Regional Plan:** Developed a detailed strategic plan for how the region can support and employ justice-involved individuals in Ventura County. The project included agency-level assessments for bias, policy barriers, and opportunities to improve services, robust public policy research into the best practices in employing justice-involved individuals, the creation and facilitation of a working group of justice-involved individuals, community

engagement of non-profit service providers, public safety officers, funders, and workforce professionals, and a final report.

- **Develop a Career Pathway program for LA County Metro to increase entry-level opportunities and upward mobility:** the project sought to answer, "How can we ensure that Metro has upwardly mobile entry level positions for the emerging workforce to ensure a portal to Career Pathways in the Transportation Industry?" The project included 360 interviews with Senior Leadership Team, market research to identify positions with upward mobility, and agency-wide surveys to identify discrepancies in need. The project resulted in recommendations for how Metro can increase opportunities for entry-level staff and develop more clear career pathways.

Investments and Policy

Robust policy analysis, best practices research, program audits, and policy recommendations. Examples include:

- **Assess Cal Am Water's diverse business procurement program and recommend improvements:** Cause IMPACTS was contracted to measure the true impact made by California American Water's diverse business procurement program and create internal processes and policy recommendations to improve the program. The project included surveys to existing diverse suppliers, the creation of process improvements and tools, and company policy recommendations and strategies to increase and improve supplier diversity

- **Developed a Community-Based Organization Partnering and Procurement Strategy for LA County Metro:** We assessed how the agency currently partners with CBOs, how the agency could partner, and whether a policy should be developed to facilitate CBO contracting. The project involved best practices research, an agency-wide scan of how CBOs were partnered with, detailed engagement of CBOs, and investment recommendations. The final deliverable was an agency-wide CBO partnership strategy through which Metro can increase equity in the region and possibly compensate CBOs for their expertise.

Environmental Justice

Subject matter expertise, policy research and recommendations. Examples include: •Iowa City (Iowa) Climate Action Community-Based Social Marketing (CBSM) Plan: We conducted barriers-and-benefits research, policy research, and community outreach to develop a Climate Action Plan that will ensure communities of color are not disproportionately negatively impacted by climate change and resultant policies, etc.

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CENTER FOR NEIGHBORHOOD TECHNOLOGY (CNT)



Our team is led by the Center for Neighborhood Technology (CNT) with two subcontractors, Mobility Development Partners (MDP) and Sapodilla Group. Below, we present our team's general qualifications and philosophy for each of the service categories.

Internal Operations

Our team's approach to the Internal Operations category is led by Olatunji Oboi Reed, a Principal Advisory to Mobility Development Partners for this proposal and also the leader of Equiticity, a racial equity movement programming and advocating for racial equity, increased mobility, and racial justice to improve the lives of Black and Brown people across the United States. Oboi is an influential national leader on the topic of mobility justice, an effective activist and advocate, and a sought-after speaker and panelist.

Investments and Policy

Our team's approach to the Investments and Policy service category is led by CNT. One of CNT's core strengths is its ability to bring analytical rigor to matters of equity. We are known for our analytical creativity, with a staff that includes data scientists and programmers. We produce innovative cross-disciplinary approaches, such as the Housing and Transportation Affordability Index which

demonstrates the relationship between transportation costs and housing affordability and is used by many housing authorities to guide equitable decision-making in the housing field; and AllTransit, which provides comparisons between transit systems across the nation, including for important measures such as job access.

Community and Partner Engagement

Our team recognizes that most activities described in Service Category C require in-person outreach and imply a partner based in the Bay Area. Our approach to this service category is not to conduct outreach directly ourselves, but to assist MTC to effectively work with local community-based organizations (CBOs) to serve as outreach representatives. Many public agencies are now striving to work with local CBOs to incorporate them as compensated partners within planning or decision-making or other ways, recognizing the value that CBO involvement brings. But few have succeeded in making this a regular part of their work, due to disconnects that range from procurement and legal challenges to drastically different communication styles, to simple lack of awareness.

Innovation

Thanks to change that has been driven in large part by the policy and funding context of California's Climate Investments, shared mobility networks have evolved rapidly in recent years. Mobility networks including carsharing, bikesharing and ride-hailing will continue to evolve towards public transit. Mobility Development's work in this space is showcased in both the BlueLA and Miocar programs, as well as in the recent STEP awards in Los Angeles and Stockton.

These programs are increasingly centered on disadvantaged communities and may evolve towards a vision of Universal Basic Mobility. Our lead for this service category is Mobility Development, who have been in the middle of much of this change, supporting grant-writing, contract negotiation, recruitment of community-based partners, and project delivery (both planning and systems operations).

Environmental Justice

CNT has been a leader in the topic of environmental justice for decades. Our mission since our founding in 1978 has been to improve sustainability in urban places, with a focus on improving the lives of low-income people and people of color. Within the transportation field, our staff have advocated for equity in transportation decision-making going back to the passage of ISTEA and have taken leadership roles on relevant committees of the Transportation Research Board. Our work goes far beyond transportation, taking cross-disciplinary approaches that also integrate housing, health and the natural environment.

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CIVICMAKERS



CivicMakers, LLC is a strategic consulting firm specializing in community engagement and innovation for the public sector. We have been providing consulting services to a range of municipalities, public agencies and nonprofit organizations across California since 2015. We are a California-certified Small Business Enterprise and a San Francisco Local Business Enterprise.

We leverage a variety of innovation methodologies to tackle institutional challenges, including human-centered design, systems thinking and reflective practice. These methods ensure we are incentivizing change across macro and institutional goals and trends, within teams and at the individual level. Our experience working with Bay Area counties and, particularly, in elevating the lived experience and insights of traditionally under-invested populations across a diverse range of projects, will serve MTC well in identifying and prioritizing the most pressing human needs. Instead of relegating “innovation” to technological achievements, we uncover innovations that are already taking place within organizations — from creating intricate workarounds in legacy software systems to highlighting the knowledge and expertise of those who are closest to the work, such as public-facing staff and, when possible, the very recipients of program and service delivery.

We bring the following strengths with regard to innovation methods:

- Prioritizing existing relationships and those who have already been doing the work by entering each regional relationship from a place of curiosity and learning as opposed to expertise. We have found that in delivering large operational or technical change within organizations and across regions, it is imperative that we take a co-creative approach with those who have the unique time-and-place knowledge of what’s been done to date along with the vision for what needs to happen for the change to be successful.
- We translate human needs into technical requirements because too often we have seen technology centered as the ends and not the means. We do our due diligence to ensure the voice of the “end user” or persons/groups of people most affected by the change have their motivations and desires integrated into what the end product might be.
- Build capacity for these methods to live on long after our engagement by equipping staff with the skills, mindsets and competencies to further innovative organizational, institutional and regional efforts through training and coaching. Our experience working with a variety of government actors, advocacy groups and community-based organizations has allowed us to curate professional development opportunities within project work.

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CONTIGO COMMUNICATIONS



Internal Operations

Review and analyze internal agency business operations and procedures

- Provide organizational leadership support in leading with equity
- Propose leadership and organizational structure to align and enforce to stated equity goals
- Analyze and develop programs and practices to support organizational development initiatives such as inclusive contracting, hiring, recruitment, retention within the agency, professional development, and succession planning practices
- Create specific trainings for all levels of staff with a focus on racial equity to increase their awareness around issues of justice, equity, diversity and inclusion
- Host workshops, seminars, and facilitated meetings and coaching sessions for staff, executive leaders, and the public
- Support the core competencies necessary to initiate the actions outlined in the developed Equity Strategic Plan

Community and Partner Engagement

- Develop, design and implement major community engagement campaigns, including documentation and evaluation of campaigns - Engage and work with community-based organizations, nonprofits,

non-governmental organization, and the community to advance programs and outreach activities
- Create/write communications messaging for various audiences and media, including in print, digital and social platforms

- Design, facilitate, organize and support meetings, workshops and/or events to promote dialogue and engagement among stakeholders
- Conduct non-traditional engagement, including intercept interviews and other partner engagement to target specific populations
- Engage low-income and limited-English communities to advance programs and initiatives
- Write, design and produce presentations and collateral such as handouts, display boards and process charts.
- Develop decision making models that standardize meaningful engagement and promote inclusion, cultural competency and accountability
- Supporting program enrollment activities

Innovation

- Conduct literature and market reviews summarizing the current state of the art of available technologies, apps, platforms and mobility models in areas such as housing, transportation, mobility and data collection
- Recommend strategies to promote policies, initiatives and programs
- Assist in the selection, design, acquisition, customization and/or implementation of strategies
- Coordinate implementation of strategies into programs

- Develop technical documentation for technology product and data
- Partner with agencies engaged in planning and delivering large capital and operations projects.

Environmental Justice

- Cultivate and develop an equity lens in a public-facing entity with knowledge of the various forms and intersectionality of equity to include race, health, economics, transportation, geography and the environment
- Facilitate engagement and training efforts at a regional scale
- Facilitate engagement within the nine Bay Area counties, leveraging existing relationships with populations that typically are underrepresented (i.e., small businesses; low-income earners; Black, Indigenous or People of Color populations; persons with disabilities; transit-dependent residents; and those with health disparities
- Analyze demographic, economic and travel behavior data applying an equity element to help identify policies and programs that will be accessible and friendly to a range of people

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CPS HR CONSULTING

Cooperative Personnel Services

DBA CPS HR Consulting



Focus Area I – Strategic Planning – CPS HR Consulting

CPS HR Consulting will provide the requested five key elements in working with you in your quest to develop an equity strategic plan.

- 1 **Organizational cultural and equity assessments of staff and management.** We are able to work with you to obtain actionable information through our Institute for Public Sector Employee Engagement utilizing our cultural, equity, diversity and inclusion-assessment capabilities. Our assessment technology provides key insights that only a

360-degree key stakeholder survey / assessment process can provide. Further, we have developed a valid and reliable DEI assessment that also links to our national DEI benchmark assessment.

- 2 **Strategic Equity Plan.** We provide strategic planning; workforce planning; and diversity, equity and inclusion planning. The key elements of the planning and action path include:
 - 1 Strategic Imperative/Plan
 - 2 Analysis of Equity Indicators
 - 3 DEI Education
 - 4 DEI Action Planning
 - 5 DEI Goal Teams
 - 6 DEI Progress Tracking and
 - 7 DEI Progress Reporting
- 3 **Mission, values, goals and work programs.** We will work hand-in-hand with you to update your mission, values, goals and work programs to best reflect the strategic equity plan, and to provide for the creation of cascaded equity operational plans.
- 4 **Review and analyze internal agency business operations and procedures.** Drawing upon the equity plan and expectations of how the organization wishes to see equity-in-action, we will work closely with the business operations to identify operational goals and procedures to ensure that goals set in the equity plan are received and converted into strategies and that annual progress is measured.
- 5 **Organizational leadership support in leading with equity.** To help leadership play the critical role needed to ensure DEI success we will provide support in various forms to include crafting and

executing an equity communication strategy to keep all key stakeholders informed and your staff accountable, planning to include linkage to other strategic initiatives, operationalizing aligned activities, setting expectations, tracking and reporting progress, holding key conversations, training, and coaching.

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EASTERN RESEARCH GROUP



Eastern Research Group, Inc. (ERG) is an interdisciplinary consulting firm with more than 450 staff and offices across the United States, including Oakland, Sacramento, and San Diego, Calif. ERG is nationally recognized for providing outstanding clean transportation, internal operations, community engagement and outreach, communications, and program implementation services to dozens of state and federal agencies for more than 30 years. With a mission to support social good, we focus on helping clients promote environmental conservation and protect water quality, air quality, and human health. ERG supports projects that promote safe and healthy places to live, work and play for all people — particularly for disadvantaged individuals and communities of color. We bring trusted support for government agencies to integrate environmental and climate justice approaches and solutions into their policies, rulemakings, implementation efforts and enforcement actions. We also develop tools for governments and stakeholders to efficiently identify and address environmental concerns and disparities. ERG supports facilitation, training and outreach to promote information sharing and collaborative problem-solving among all entities that play a role in addressing the nation's environmental justice challenges.

ERG can offer the following services in the two service categories for which we are prequalified:

Investments and Policy

ERG has a deep understanding of California's statutory and regulatory requirements and frameworks through working with agencies and organizations such as Caltrans, the San Joaquin County Council of Governments, the San Francisco Bay Conservation and Development Commission (BCDC), City of Alameda, California Department of Water Resources, Energy Commission, Air Resources Board (CARB) and Department of Fish and Wildlife; air and water districts such as the East Bay Municipal Utility District; San Francisco and other cities; and Alameda and San Mateo counties.

ERG recently helped the City of Alameda develop its Climate Action and Resiliency Plan. The Alameda CARP is one of the few adopted climate action plans in the U.S. to include a social vulnerability analysis. The CARP has won the Helen Putnam Award for Excellence in Planning and Environmental Quality and was awarded first place in the American Public Works Association's Northern California Chapter Sustainability Practices Project Awards competition. The ERG team also helped develop Adapting to Rising Tides (ART) for BCDC and the National Oceanic and Atmospheric Administration. As part of the ART project, ERG provided strategic planning and facilitation support as well as technical support for economic analyses. ERG also engaged stakeholders from multiple sectors in the Bay Area to help develop a vulnerability assessment and potential adaptation responses to be implemented at sub-regional and local scales.

Environmental Justice

Since the early 1990s, we have applied our expertise to support technical and stakeholder engagement for EJ communities. We supported the U.S. Environmental Protection Agency's Office of Environmental Justice by developing tools to help communities address EJ issues in their neighborhoods. Today, ERG serves as the prime contractor for EPA's Conflict Prevention and Resolution Services contract, a major goal of which is to provide outreach and facilitation support to EJ communities. The ERG team includes bilingual facilitators and translators who are knowledgeable about many virtual platforms and tools (Zoom, Microsoft Teams, GoToWebinar, YouTube livestreams, etc.) to actively engage with EJ communities.

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EXYGY, INC.



Internal Operations

Investments and Policy

Environmental Justice

The Justice Collective (TJC) qualifies for A, B, E.

TJC's services include organizational equity assessments, training and capacity building, equity diversity and inclusion road-mapping, equity advising and coaching, and strategic communications. References: 1) Maria Benjamin, Deputy Director of SF Mayor's Office of Housing and Community Development — (415) 701-5500; 2) Tara McIntire, D&I Committee and Project Manager of Marin County Parks Department — (415) 473-6387; and 3) Alicia John-Baptiste, President & CEO of SPUR — (415) 644-4888. Please reach out to civic@exygy.com before contacting our references.

Investments and Policy

FrameWorks qualifies for B.

FrameWorks' services include: research to understand the differences between how advocates, policymakers, media and the public think about issues; research that tests different metaphors, values, narratives, messengers and other framing strategies to uncover how best to open up new ways of thinking about issues and solutions; trainings to help advocates understand the results of this research and use the findings in their day-to-day communications; and FrameChecks® that provide

suggested changes to existing communications, in real time, to increase their impact and effectiveness. Reference: Homes for All — homesforall@smcgov.org. Please reach out to civic@exygy.com before contacting our references.

Investments and Policy

Community and Partner Engagement

Environmental Justice

Street Level Advisors qualifies for B, C, E.

Street Level Advisors is a strategy and innovation firm focused on equitable urban development. Principal Rick Jacobus has more than 25 years of experience supporting low-income communities and communities of color in crafting economic development and housing strategies. References include: 1) Stephanie Reyes, Grounded Solutions Network — (503) 493-1000 ext. 23; and 2) Genevieve Osmeña, PE, Senior Civil Engineer for Los Angeles County Public Works — (626) 458-4322. Please reach out to civic@exygy.com before contacting our references.

Community and Partner Engagement

Innovation

Environmental Justice

Exygy qualifies for C, D, E.

Exygy's services include digital audits and strategic planning, Agile development training, human-centered design workshops, data analysis & visualization, mobile apps and websites, APIs, Visual design, UX & UI, prototyping, service design, legacy systems, CMS, open source, backend and front end. References: 1) Dave Vautin, Assistant Director, Major Plans at the Metropolitan Transportation Commission

— (415) 778-6709; 2) Jack Madans, Digital Services Principal for the Judicial Council of California — (310) 562-5567; and 3) Barry Roeder, Strategic Initiatives Manager for the Mayor's Office of Housing and Community Development at the City and County of San Francisco — (415) 701-5568. Please reach out to civic@exygy.com before contacting our references.

Community and Partner Engagement

Brink qualifies for C.

Brink is a women-led, purpose-driven marketing agency with expertise to provide a suite of core services including advertising, strategic communications, earned media, video, graphic design, copywriting and community engagement for mission-driven clients that span the government, NGO and private sectors. References: 1) Mary Borges, Regional Development Coordinator in the Prescription Drug Prevention Program for the Oregon Health Authority — mary.l.borges@dhsos.state.or.us; and 2) Dolly England, Community Engagement Manager for the Oregon Health Authority — (503) 951-1760. Please reach out to civic@exygy.com before contacting our references.

Community and Partner Engagement; Environmental Justice

Sagent qualifies for C and E.

Sagent is a woman-owned, full-service advertising and public outreach firm with a 17-year history of specializing in social impact strategies and campaigns. Customer service and project management, trusted delivery, deadline adherence and strict budget controls have led to positive customer referrals and clients' repeat business.

References: 1) Erin Maurie, Communications and Policy Director (First 5 Sacramento) — (916) 876-6684; and 2) Ana Serrano, PE, Caltrans Senior Stormwater Engineer — (916) 653-2351. Please reach out to civic@exygy.com before contacting our references.

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GUIDEHOUSE INC.



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HR&A ADVISORS



HR&A Advisors, Inc. has served as a trusted partner to governments, nonprofits, businesses, and grassroots leaders around complex issues of race and place. HR&A and our subconsultants have deep knowledge of the Bay Area and lead progressive efforts across the region and the country around equity.

Internal Operations

The HR&A team understands how to help large organizations address racial equity head-on in internal policy and procedures. For the City of Beverly, Mass., HR&A is helping the city government create a racial equity action plan addressing all public department staff, policies and services. Tamika L. Butler has worked with large public agencies like the L.A. City Department of Transportation to apply racial equity frameworks and assessments for staff. Redwood Resources works with governments and contractors to promote inclusive hiring and leadership pipelines for clients like the Port of Oakland and the Alameda County Transportation Authority.

Investments and Policy

HR&A helps municipal governments champion innovative economic strategies and policies through new approaches and inputs. HR&A regularly quantifies the value created by major transportation and infrastructure improvements and explores how this value can be used to support community

benefits and inclusive growth. We rigorously realign program goals and criteria to reflect public policy objectives, shape innovative approaches that drive greater public ROI and support community decision making, and design custom implementation tools for deal evaluation and performance tracking. With L.A. Metro we created a financial feasibility calculator to test portfolio-wide impacts of changes in Joint Development policies on the ability to support and optimize affordable housing. We also helped coordinate landmark community benefits in San Jose's Diridon Station area between Google and the City, with the advisement of local CBOs.

Community and Partner Engagement

The HR&A team designs processes that surface community needs and drive local decision-making, including dozens of complex engagement processes led by BIPOC communities in the Bay Area and across the country, featuring citywide surveys, focus groups, and capacity building workshops. In Baltimore, we worked with the Open Society Justice Initiative for under-counted communities ahead of the 2020 mayoral and City Council elections. Local partner Ground Works Consulting led an intensive workshop with Central Valley CDCs to learn, exchange, and create their own equitable development agendas. Partner Christopher Lepe led grass roots outreach in marginalized communities for the Hwy 101 Mobility Action Plan.

Innovation

The HR&A team works closely with local governments to plan for innovation, strategize program delivery, and quantify the impacts of bold policy ideas. For the City of New York, HR&A developed a groundbreaking

public-private financing strategy to help promote universal broadband access to all New Yorkers. Tamika Butler worked with Gov. Jerry Brown's office around a process to verify eligibility of low-income transit riders for fare subsidies. Her work supported the California-Integrated Travel Project around efforts to build a state-wide transportation payments system.

Environmental Justice

HR&A understands how interrelated government policies and services not only affect climate, but also impact health outcomes for marginalized communities. As part of the Rockefeller Foundation's 100 Resilient Cities initiative, HR&A served as a strategy partner to Chief Resiliency Officers across the country to develop resiliency plans that center race. We are working with Minneapolis to ensure the city's Resilient Minneapolis 1.0 strategy is responsive to the COVID-19 pandemic and to the demonstrations for racial justice in the city. Our partner Robert Ogilvie, a regional expert in public health, developed a planning and public health curriculum for the City of Richmond and Cultiva la Salud.

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ICF INCORPORATED, LLC



Internal Operations

ICF's team of organizational development experts is well-versed in executing best practice approaches in strategic planning, change management, business process improvement, and training and development for private and public sector agencies, with a strong focus on addressing Diversity, Equity and Inclusiveness (D, E, and I). ICF has supported a variety of agencies for nearly a decade in conducting robust barrier analysis and meeting Federal MD-715 requirements. MD-715 is the policy guidance that the U.S. Equal Employment Opportunity Commission provides to agencies for their use in establishing and maintaining effective programs of equal employment opportunity under Section 717 of Title VII of the Civil Rights Act of 1964 and Section 501 of the Rehabilitation Act of 1973.

To help agencies leverage diversity while fostering accountability, ICF has developed and applied a multipronged approach to identifying and preventing barriers, which has shown significant promise for our clients. A barrier can be an agency policy, principle, or practice that limits employment opportunities for members of a particular gender, race or ethnic background or based on an individual's disability status. Barrier analysis and removal will allow qualified applicants and employees to compete for positions and work and to contribute to their fullest potential without obstructions. ICF's approach

has raised awareness across agency leadership, illuminated opportunities to build on strengths, and identified approaches to reduce bias in advancement and development. It relies on strategic analyses of workforce data and systematic research to uncover the various root causes of triggers or anomalies in the data. Results are presented in unique, eye-opening, and easy-to-understand exhibits that help leaders better understand the connections between triggers and policies, and support better decision making. The approach has gained traction through execution of thoughtful action planning that fosters commitment, continuity, and, ultimately, transformation.

Environmental Justice

ICF brings a long history of supporting equitable planning, engagement, and decision-making in a wide array of public and private sector settings. The team ICF is proposing for this work has a deep understanding of the issues faced by marginalized communities in California, across the nation, and around the world, and we have developed extensive professional commitments to serving these communities. ICF has provided a wide array of planning and environmental analysis expertise and support to local, regional, state and Federal agencies for more than 50 years. We have a deep understanding of requirements and best practices for developing transportation plans, programs, projects, and services that meet the letter and the spirit of federal and state laws and directives such as Title VI of the Civil Rights Act of 1964, Presidential Executive Orders 12898 (Environmental Justice) and 13166 (Limited English Proficiency), the National Environmental Policy Act, the California Environmental Quality Act and SB 375.

Examples of our work provided with this Statement of Qualifications include federally sponsored guidance and research, such as FHWA Environmental Justice and Community Impact Assessment guidebooks and training materials and a new TCRP Guide to Equity Analysis in Regional Transportation Planning, as well as Caltrans resources such as the Smart Mobility How-To Guide (including a new chapter on Equity) and the Community Primer on Transportation Planning & Environmental Justice. In addition to providing cutting-edge national and state research and guidance, our team has hands-on experience developing regional and statewide transportation plans, studies, analyses, and stakeholder engagement programs with a strong focus on equity for MPOs and DOTs across the country and within California, including MTC.

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KIMLEY-HORN AND ASSOCIATES



Innovation

Kimley-Horn and Associates, Inc. has been at the forefront of innovative solutions to many of the region's most pressing challenges. Our team has worked with MTC and several other partner agencies to deliver first-of-its-kind rapid bus service through disadvantaged East Bay communities, provided technical expertise for the planning and design of broadband internet to help close the digital divide in low-income communities, and leveraged software tools designed to improve virtual community engagement during the COVID-19 pandemic. Our team (and our subconsultant teams) have led many projects that both identify the latest cutting-edge solutions to dealing with everyday problems like traffic, and help clients develop policies and programs that turn secondary outcomes like reduced traffic congestion into primary objectives like reducing the environmental impact of greenhouse gas emissions from cars and trucks on neighboring communities.

Environmental Justice

Our clients regularly tell Kimley-Horn that our team's greatest strength is our ability to generate and marry complex quantifiable data with people's stories in a simple and compelling way. We recognize and acknowledge that the tenets of environmental justice are not new. Much of what Cesar Chavez, Martin Luther King and Tom Goldtooth fought against/for

included environmental harms that also harmed people of color and placed disproportionate negative impacts on their communities. When our team approaches environmental justice, transit Title VI, and land use planning we must take a holistic view and evaluate not only impacts, benefits and their distribution by demographic, but also use community-led processes that lift up their stories and respect their ability to contribute to shaping outcomes of policies and practices they are affected by. As public servants, we must understand and seek to avoid or mitigate impacts in ways that address historic and existing disparities.

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MARIPOSA PLANNING SOLUTIONS

Christopher Jerome Lepe

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THE MARK USA, INC.



Across service categories, The Mark employs a lens of social equity and cultural competency to implement a three-fold evaluation process that includes formative (process), and summative (outcome) evaluations, involving evaluators that reflect the communities and parties we intend to impact.

Internal Operations

We offer expertise in translating data into practical information that drives organizational growth. We partner with clients through analysis, planning, evaluation, and assessment to support data-informed decisions that will improve an organization and fuel its growth.

Services include: Formative and summative evaluation, proposal development, SWOT analysis, data analytics & visualization, equity analysis, stakeholder surveys and interviews, focus groups, strategic planning, customized training workshops, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance indicators (KPIs), organizational effectiveness evaluation, job design assessment, leadership evaluation, market evaluation, organizational health evaluation, final reports and recommendations.

Relevant Experience: Social Justice Task Force, North Carolina State University; "Putting the Pieces Together," Our Kids of Miami-Dade/Monroe, and Research and Reform for Children in Court.

Innovation

Our evaluators are content experts in a wide range of subjects and our areas of focus include public policy, public education, underrepresented communities, mental and behavioral health, organizational psychology, community-based support systems, and culturally responsive evaluation. Our team's expertise across industries enables us to develop unique solutions that address gaps in a particular industry through similar approaches and ideas. Our methods are flexible and adjust as project needs shift and grow.

Services include: Formative and summative evaluation, proposal development, SWOT analysis, data analytics & visualization, equity analysis,

stakeholder surveys and interviews, focus groups, strategic planning, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance indicators (KPIs), technical support for data collection and reporting processes, curriculum review and assessment.

Relevant Experience: Jobs Plus Astoria (Queens, N.Y.), Jobs Plus East Harlem, NYC Human Resources Administration; Telehealth Self-Management Program in Older Adults Living with Heart Failure in Health Disparity Communities, Patient-Centered Outcomes Research Institute

Environmental Justice

The Mark's evaluators have focused on the impacts of large transportation projects on disadvantaged communities with higher concentrations of marginalized groups; health-related challenges and policies that affect disadvantaged communities; and the impact of measures relating to air quality, public transit, access to healthcare, and public opinion.

Services include: Formative and summative evaluation, community-based participatory research, proposal development, SWOT analysis, data analytics & visualization, equity analysis, stakeholder surveys and interviews, focus groups, strategic planning, theory of change (TOC) and logic model review, survey tool development, document and policy review, gaps analysis, sustainability planning, DEI assessment and evaluation, ESG assessment and evaluation, identification of key performance

indicators (KPIs), statistical modeling, final reports and recommendations.

Relevant Experience: The Exposition (Expo) Light Rail Line Study; Public Opinion of Fracking in the U.S. and How Financial Incentives Will Influence Public Opinion; Cost Effectiveness of Federal Policies on Air Quality Control.

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NELSON\NYGAARD CONSULTING



Nelson\Nygaard Consulting Associates, Inc. has assembled a project team with deep local and national expertise in racial equity as well as social and environmental justice in transportation—particularly as it relates to our service categories: Investments and Policy; Community and Partner Engagement; Innovation; and Environmental Justice.

We know how to create inclusive decision-making processes that integrate, uplift and prioritize Communities of Concern through engagement. We also have experience translating these decisions and priorities into actionable and sustainable systems change within an organization. Our team provides a unique view of local and national approaches to equity and justice-based transportation work at agencies and related sectors that result in community-informed actions. The core Nelson\Nygaard project team consists of Naomi Doerner, Principal & Director of Equity, Diversity and Inclusion as Project Manager and Lead Equity Strategist; and Naomi Armenta, Principal, as Deputy Project Manager. We are joined by Tamika Butler as facilitator and strategic equity advisor. Reflex Design Collective will lead the Community Engagement and Partnerships and Environmental Justice. Circlepoint will support as strategic communications advisors; and Cambridge Systematics will be policy, technology and data-modeling advisors.

Investments and Policy

TASK LEAD Nelson\Nygaard Experience: LADOT Strategic Plan, MTC Coordinated Plan, CCTA Community Based Transportation Plans, King County (Wash.) Metro Mobility Framework, San Jose Emerging Mobility Action Plan, MTC Mobility Hubs.

TASK SUPPORT Tamika L. Butler Consulting

Qualifications: LADOT Strategic Plan; **Reflex Design Collective** **Qualifications:** BART LINK21; SFCTA Downtown Congestion Pricing Study; SFCTA Treasure Island Mobility Management Agency; SFCTA Mobility Project District 10; **Cambridge Systematics** **Qualifications:** LA Metro NextGen Bus Study, Denver RTD Reimagine, LA Metro COVID-19 Recovery Plan Data, Denver Strategic Transportation Plan, LA Metro Long Range Transportation Plan Development, California CTP2050.

Community and Partner Engagement

TASK LEAD Reflex Design Collective Experience: BART LINK21, SFCTA Downtown Congestion Pricing Study, SFCTA Treasure Island Mobility Management Agency, SFCTA Mobility Project District 10.

TASK SUPPORT Nelson\Nygaard **Qualifications:** LADOT Strategic Plan, MTC Coordinated Plan, East San José Multimodal Transportation Improvement Plan, CCTA Community Based Transportation Plans, CCTA Accessible Transportation Strategic Plan; King County Metro Mobility Framework, San Jose Emerging Mobility Action Plan, MTC Mobility Hubs; **Circlepoint** **Qualifications:** MTC State Route 37 Ultimate Sea Level Rise Resilience Project, Dumbarton Rail Corridor Improvements, MTC Mobility Hub Marketing, SamTrans Comprehensive Operational

Analysis; **Tamika L. Butler Consulting** **Qualifications:** LADOT Dockless Vehicle Pilot Program; LADOT Strategic Plan; Metro Blue Line First/Last Mile: A Community Based Process and Plan.

Innovation

TASK LEAD Nelson\Nygaard Experience: King County Metro Mobility Framework; San Jose Emerging Mobility Action Plan; MTC Mobility Hubs.

TASK SUPPORT Reflex Design Collective

Qualifications: BART LINK21, SFCTA Downtown Congestion Pricing Study, SFCTA Treasure Island Mobility Management Agency, SFCTA Mobility Project District 10; **Cambridge Systematics** **Qualifications:** LA Metro NextGen Bus Study, Denver RTD Reimagine; LA Metro COVID-19 Recovery Plan Data.

Environmental Justice

TASK LEAD Reflex Design Collective Experience: BART LINK21; SFCTA Downtown Congestion Pricing Study; SFCTA Treasure Island Mobility Management Agency; SFCTA Mobility Project District 10

TASK SUPPORT Nelson\Nygaard **Qualifications:** LADOT Strategic Plan; King County Metro Mobility Framework; San Jose Emerging Mobility Action Plan.

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NUTTER CONSULTING

Melanie Nutter

DBA Nutter Consulting, LLC



Innovation

In our smart city work, we partner with public agencies to identify new uses for technology and data to advance their goals in climate change, community engagement, economic development, environmental health, equity, mobility, and more. With experience working with municipalities spanning a variety of sizes, we match recommendations to specific needs and capacity.

As a smart city advisor, Nutter Consulting employs a multi-step process to match new technology and data projects specifically to the needs of the community. To understand the challenges and goals, we conduct a review of relevant goal-setting documents, policies, existing projects, and assets that will align with the strategic plan. Embedding community engagement throughout the planning process, we conduct internal and external stakeholder interviews, host public workshops and deploy public engagement surveys. We then conduct desktop research, examining best practices, case studies, and available solutions to craft effective strategies that match the project goals. Finally, we create deliverables with clear strategies, measurable KPIs, and actionable project implementation milestones. We continue to support public partners throughout the implementation process, including services like RFP writing, vendor research,

communications materials and technical writing.

Three representative projects for the Innovation category are

- 1 City of Pismo Beach: Better Cities Today Opportunities Assessment;
- 2 City of Milwaukee and M-WERC: Smart Tech Milwaukee Report; and
- 3 City of Chula Vista: Digital Equity and Inclusion Plan.

More information about these projects can be found on our website. References available upon request.

Environmental Justice

Equity and inclusion should be a greater priority in our communities. The Bay Area has a legacy of diversity and leadership on social justice, but there are always more ways to advance equity in public programs. Environmental justice is at the intersection of multi-sector equity issues. As innovation and technology improve the quality of life in cities, these outcomes are not equitably distributed; low-income families and communities of color experience disproportionate housing displacement, higher air pollution, greater energy burdens, and limited mobility access.

Nutter Consulting is working to meaningfully integrate equity into our consulting process, from the visioning and planning stages to outcomes and metrics. We strive to engage community leaders that represent and serve diverse groups, especially groups who are underserved or marginalized. Through a robust stakeholder engagement process, we conduct surveys, interviews and workshops to

uncover challenges in the community, opportunities to increase equity, and potential for collaboration. In the strategic planning process, we complete a comprehensive review of existing policies and conduct research on leading equity practices to match recommendations to needs.

Three representative projects for the Environmental Justice category are:

- 1 Save the Bay: Bay Smart Communities for a Sustainable Future Report;
- 2 Natural Resources Defense Council: Los Angeles Shared Mobility Climate and Equity Action Plan; and
- 3 Charge Ahead California: Electric Vehicle Ride & Drive Events.

More information about these projects can be found on our website. References available upon request.

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REDWOOD RESOURCES

RSCA Corporation

DBA Redwood Resources



We design, manage and oversee as well as implement business programs both internally and externally that demonstrate community and inclusion. Community can be internal stakeholders. We can assess and analyze current performance metrics with internal processes and procedures for equity and inclusion. We can perform anecdotal interviews, surveys, focus groups, small group and more. With environmental justice and issues of Nimbyism we must take a preemptive approach and an inclusive one. We develop grassroots outreach campaigns on awareness and inclusion prior to the first meeting.

When we know there may be environmental or other equity concerns, having everyone's voice at the table with correct information is key to creating outcomes for community. When the Port of Oakland dredged material and placed it on a public golf course, there were many issues and community concerns. This had to be assuaged with quick counter measures to mitigate concerns.

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REFLEX DESIGN COLLECTIVE



Reflex Design Collective LLC (RDC) works with mission-driven organizations, including local government agencies, to facilitate equitable partnerships between these institutions and the communities they aim to serve as well as internally, within organizations. Working on complex social issues ranging from Oakland's homelessness crisis to equitable transportation planning in Northern California's mega-region, we bring technical experts and those with lived experience together to CO-CREATE solutions that address past harms and advance equity in both process and outcomes. We create transformation internally within organizations and in communities by structuring engagement processes in ways that name and shift traditional power dynamics then center the voices of those most impacted by inequity at the decision-making table.

RDC's equity strategy and advising activities apply to all categories of Internal Operations, Investments and Policy, Community and Partner Engagement, and Environmental Justice. Our approach includes:

- 1 Developing overall equity strategy for projects with co-creation at the center. We identify opportunities to coordinate all project work areas (e.g., market analysis, technical modeling and alternatives development) with community expertise, staff expertise for internal work or trainings, and ongoing engagement.

- 2 Identifying opportunities to cede institutional power to community/staff decisions and facilitating these processes.
- 3 Support the co-creation of equity frameworks through community/client/ staff partnership.
- 4 Advising on equity considerations and project framing. While we do not speak for communities or staff, we provide subject matter knowledge and policy research on key topics that can expand considerations for other project team members as they approach their analyses. Our subject matter expertise covers topics such as environmental justice, the social determinants of health and health equity, housing and community development, and transit and transportation.
- 5 Leveraging our network of subject matter experts for additional advising.
- 6 Advising on the accessibility of materials and other engagement practices.

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SEAM SOCIAL LABS

Tiasia O'Brien

DBA Seam Social Labs, Inc.



Community and Partner Engagement

Seam Social Labs, Inc. is a benefit corporation and MWBE-certified business headquartered in New York City. Incorporated in June of 2018, Seam Social Labs' focus is on research, data and product development that will disrupt the current data market based on emerging trends. Our research presently is focused on economically distressed regions and developing a comprehensive database focused on sentiments within these areas. Our mission is to empower disinvested communities by providing technological tools that facilitate community engagement, research studies and data collection.

We believe by increasing civic engagement in America's low-wealth regions, policy can be transformed to benefit the needs of these areas' residents and ultimately provide equitable investments and economic growth for their communities and households. Our key product and service, co:census, is a public engagement software that builds bridges between civic institutions and communities—specifically socio-economically disadvantaged regions — by addressing diversity and the digital divide.

co:census uses short-message-service (SMS) texts to deliver surveys in regions with limited broadband internet access and cloud translation to deliver

multilingual surveys. Our focus is on qualitative data, which uncovers key insights about constituencies' immediate needs, sentiments neighborhood conditions, and potential solutions for the residents of these communities.

Our product is delivered with two key services: survey design consultation and stakeholder outreach to build trust in diverse communities and to foster stronger data collection. We understand there is a need to collect data in the following areas:

- Underinvested communities in urban areas
- Underinvested communities in rural areas
- Multicultural communities with a range of multilingual engagement in up to 10 different languages

Our public engagement product is used by more than 60 civic institutions across America including: the City of Oakland, the San Francisco County Transportation Authority, SFMTA, Baltimore Department of Transportation, City of Kansas City (Mo), Maryland Transportation Administration, Seattle Department of Transportation, and the City of Tucson (Ariz.).

Most recently, the San Francisco County Transportation Authority used our service to launch a congestion pricing survey as a part of the largest study completed by the Authority in over a year. SFCTA received more than 1,800 responses in five weeks, with a response rate of 80% and responses in English, Spanish, Simplified Chinese, and Filipino (Tagalog).

Our team focuses on inclusive public engagement and ethical data collection and analysis for planning,

infrastructure programs, and policies. We collaborate to lead co-design sessions for survey design with our customers and community stakeholders. The goal is to design multicultural studies to gather public data on community needs, behaviors, conditions, sentiments, and solutions for equitable outcomes. From this engagement we will produce a series of Equity Insights (EQINS) reports to determine the behaviors, affects, conditions, sentiments, and proposed solutions from participants in the study. All EQINS reports are concise overviews of overall data from the study and are generated using co:census IP.

Research Methods

Our team focuses on inductive research methods whose concepts are rooted in urban sociological methods. We prioritize qualitative data to focus on contextual and linguistic analysis, which adds breadth to multicultural stakeholder engagement and datasets. For gathering data, we use a quota-based methodology. With this method, we focus on specific subgroups we would like to survey. By taking the sample size of the specific subgroups we aim to connect with, we are able to determine the ideal survey responses we want from each subgroup in the specific geographic region.

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URBAN HABITAT PROGRAM



Urban Habitat's nationally recognized transportation justice work includes:

Policy Development

Urban Habitat has developed and helped implement model transportation, housing and climate planning programs and policies at the local, county and regional level. Our local project work includes development of discount transit pass programs with multiple transit operators including AC Transit's Alameda County Measure B youth pass program and SFMTA's Free MUNI for low- and moderate-income youths, seniors, and people with disabilities. We also have been at the forefront in the creation of equity analysis frameworks to assess community-identified transportation needs and link these needs to the agencies' budgeting processes. At the county level, we have led the development of policies, programs and investments for inclusion in transportation expenditure plans for San Francisco Propositions D and J, Alameda County Measure B, Santa Clara County Measure B and San Mateo County Measure W. At the regional level, we have provided policy analysis of MTC equity programs for a range of public agency decision-makers and elected officials. We also have worked directly with regional agency staff to create model policies on potential regional transit fare discounts.

Community and Partner Engagement

For over 30 years, Urban Habitat has been a leader

in convening Bay Area equity, environmental, transportation, housing, and racial justice organizations in community engagement at the local, county, and regional level. Our community engagement expertise includes participation on MTC and ABAG stakeholder committees including MTC's and ABAG's CASA regional housing process, ABAG's regional policy committee, and MTC's Blue Ribbon Transit Recovery Task Force.

We have created regional equity collaboratives to facilitate community participation in regional planning processes including MTC's and ABAG's CASA process, the development of Plan Bay Area, and the regional sustainability and equity initiatives funded by the U.S. Department of Housing and Urban Development. Finally, we have co-led the creation and facilitation of regional equity coalitions, each with over 20 members (including labor, community-based, advocacy, and faith-based organizations) across the Bay Area such as the 6 Wins for Social Equity Network and Voices for Public Transportation. At the local level, we have provided support for the creation and design of community-led planning processes for General Plan updates in Richmond and East Palo Alto as well as BART's Transit-Oriented Development station area planning processes in San Leandro and El Cerrito. In the areas of transportation planning and project development we have designed and organized community engagement workshops for MTC's Community-Based Transportation Plans and outreach workshops for expenditure plans that have formed the basis of transportation sales tax ballot measures. These include voter-approved measures in San Francisco, Alameda, Santa Clara and San Mateo counties.

Environmental Justice

Urban Habitat was founded as a project of the Earth Island Institute to expand the definition of environmental justice to include the intersection of land use, housing and transportation to achieve a more sustainable, just and equitable region. Our expertise includes development of nationally recognized efforts to ensure environmental justice in planning and investment scenarios for the Bay Area's SB 375 process. This work has included close collaboration with regional agency staff, elected officials and community stakeholders to translate community-identified housing and transportation needs into the full range of regional planning and policy frameworks, from modeling, to development of equity indicators to investment priorities within PBA.

CONTACT INFORMATION

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WSP US



Investments and Policy

WSP offers strategic services: identifying and apply for funding, investment strategy, metrics for project prioritization and policy evaluation, impact assessments, means-based pricing programs, and more. See a few project samples below.

City of Raleigh (N.C.) Equitable Transportation-Oriented Development Guide: WSP developed an investment framework for economic and housing opportunities along the city's bus rapid transit corridors. The guide includes land use policies, zoning tools, recommendations for affordable housing, incentives for small businesses, and design principles.

North Jersey Transportation Planning Authority, Transportation Improvement Plan: WSP developed performance measures and evaluation criteria, and the weights assigned to various categories. We also created a technology solution for ranking projects and tracking investments and their impact over time.

Washington State Transportation Commission, Low-income Toll Program Study: WSP explored means-based program options for low-income users, developed metrics to evaluate program options, and estimated operational and revenue impacts informed by input from implementing agencies, customers and the national tolling community through partnerships with professional organizations IBTTA and TRB.

Community and Partner Engagement

WSP offers innovative public and stakeholder engagement services: market research, workshops, partnerships with community-based organizations, public information campaigns, design and visualizations, website development, language translation, and more. See a few project samples below.

Metropolitan Transportation Commission, Riding Together—Bay Area Healthy Transit Plan: WSP led regional stakeholder engagement to organize around common goals. We developed this plan to provide consistent regional guidance on health and safety guidelines, metrics, and public information messaging to lead pandemic recovery. We developed metrics to measure efficacy of science-based best practices and created data collection methodologies and an online dashboard to support agencies in monthly reporting.

California High-Speed Rail: WSP convened a community network of schools, places of worship, cultural organizations, and others to co-create a series of community workshops for input on environmental justice concerns. We also coordinated homeless walks with organizations that provide homeless services along the corridor in the San Francisco Peninsula to better understand how rail development would impact their safety.

City of West Sacramento (Calif.) Mobility Action Plan: During the pandemic, WSP led a series of virtual design community workshops to create mobility hub prototypes. Participants could drag and drop graphic features onto a 3D canvas. The discussion surfaced preferences like head-start cross lights, complete

sidewalks and plant box-protected bike lanes, real-time information kiosks, and staffing community guides instead of police.

Environmental Justice

WSP offers future-ready services: policy development, adaptation strategies, mitigation solutions, resource and risk assessments, pilot program development, public engagement and more.

San Mateo County, Climate Ready San Mateo: WSP is overseeing development of 13 transportation-specific climate scenarios and an innovative web visualization tool with a menu of adaptation options. WSP led two mitigation and adaptation pilot projects partnering with city governments and community-based organizations in low-income communities like East Palo Alto to educate residents on the consequences of climate-change to daily-use transportation.

Massachusetts Department of Transportation, Inland Flood Risk Assessment: WSP conducted an environmental assessment, defining at-risk communities and the impacts on access and mobility they will experience without intervention. The recommendations inform project prioritization climate resiliency investments.

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DISADVANTAGED BUSINESS ENTERPRISE AND SMALL BUSINESS ENTERPRISE STATUS (Revised April 14, 2021)

Service Category A: **Internal Operations**

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	causeIMPACTS LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Rosales Business Partners LLC		X	40711		X	1740220
Sub	Reynolds Consulting	X			X		
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Prime	Cooperative Personnel Services dba CPS HR Consulting	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Left Lane Advisors	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		
Prime	Guidehouse Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates Inc.		X	44571	X		
Sub	Othoring and Belonging Institute	X			X		
Sub	The Unity Council	X			X		
Prime	HR&A Advisors, Inc.	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Redwood Resources	X			X		
Prime	ICF Incorporated, LLC	X			X		
Prime	RSCA Corporation dba Redwood Resources		X	42714		X	
Sub	Refolda	X			X		
Prime	Reflex Design Collective LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665

Service Category B: Investments and Policy

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Arup Americas, Inc. dba Arup North America Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Marcus Griwsold dba Calm Waters Group LLC	X				X	2018313
Sub	Bio Studio LLC	X				X	2022766
Sub	Aplomb Design Inc. dba JUST Design	X			X		
Prime	causeIMPACTS LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Fehr & Peers	X			X		
Sub	InterEthnica	X			X		
Prime	Eastern Research Group Inc.	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes,	SBE No	SBE Yes	if SBE Yes,
				List #			List #
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		
Sub	Street Level Advisors	X			X		
Sub	FrameWorks Institute	X			X		
Prime	Guidehouse Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates Inc.		X	46571	X		
Sub	Othering and Belonging Institute	X			X		
Sub	The Unity Council	X			X		
Sub	Hatch LTK	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Reflex Design Collective LLC		X	46293		X	2011622
Sub	Cambridge Systematics	X			X		
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	Urban Habitat Program	X			X		
Prime	WSP USA Inc.	X			X		

Service Category C: Community and Partner Engagement

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Marcus Griwsold dba Calm Waters Group LLC	X				X	2018313
Sub	Bio Studio LLC	X				X	2022766
Sub	Aplomb Design Inc. dba JUST Design	X			X		
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Reynolds Consulting	X			X		
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	InterEthnica	X			X		
Sub	Slow Clap Productions LLC	X				X	2016514
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Fehr & Peers	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Estolano Advisors		X	42483		X	2002042
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	Propose LLC dba Sagent Marketing		X	37643		X	38182
Sub	Street Level Advisors	X			X		
Sub	Brink	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Ground Works Consulting	X			X		
Sub	Ogilvie Labs	X			X		
Prime	Lowe Consulting Group, Inc.		X	38055		X	49380
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Sub	The Nova Rose Group	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Reflex Design Collective		X	46293		X	2011622
Sub	Circlepoint	X				X	40528
Prime	Reflex Design Collective LLC		X	46293		X	2011622
Prime	Tiasia O'Brien dba Seam Social Labs, Inc.	X			X		
Sub	Diana Reyna Strategic Consulting, LLC	X			X		
Prime	Diane Burbie dba The Aspire Group		X	48761	X		
Prime	Urban Habitat Program	X			X		
Prime	WSP USA Inc.	X			X		
Sub	Kearns & West	X			X		
Sub	Raimi & Associates	X			X		

Service Category D: **Innovation**

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes, List #	SBE No	SBE Yes	if SBE Yes, List #
Prime	Arup Americas, Inc. dba Arup North America Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Prime	CivicMakers, LLC	X				X	2004377
Prime	Contigo Communications Corp.		X	45724		X	2009764
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Sub	Next Steps Marketing, Inc.		X	41733		X	1037598
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Fehr & Peers	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes,	SBE No	SBE Yes	if SBE Yes,
				List #			List #
Sub	Mariposa Planning Solutions		X	49323	X		
Prime	Exygy, Inc.	X				X	2001043
Prime	Guidehouse Inc.	X			X		
Sub	Pivot Strategies	X			X		
Sub	Brian Ansari & Associates Inc.		X	46571	X		
Sub	Hatch LTK	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Prime	Kimley-Horn and Associates, Inc.	X			X		
Sub	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Toole Design Group, LLC	X			X		
Sub	mySidewalk	X			X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Reflex Design Collective LLC		X	46293		X	2011622
Sub	Cambridge Systematics	X			X		
Prime	Melanie Nutter dba Nutter Consulting, LLC	X			X		
Prime	Reflex Design Collective, LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665

Service Category E: Environmental Justice

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes,	SBE No	SBE Yes	if SBE Yes,
				List #			List #
Prime	Arup Americas, Inc. dba Arup North America Ltd.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Sub	Toole Design	X			X		
Prime	Marcus Griwsold dba Calm Waters Group LLC	X				X	2018313
Sub	Bio Studio LLC	X				X	2022766
Sub	Aplomb Design Inc. dba JUST Design	X			X		
Prime	causeIMPACTS LLC		X	44729		X	2014558
Prime	Center for Neighborhood Technology	X			X		
Sub	Mobility Development Partners	X			X		
Sub	Sapodilla Group	X			X		
Prime	Contigo Communications Corp.		X	45724		X	2009764
Sub	Reynolds Consulting	X			X		
Prime	Colette M. Luckie dba Cornerstone Consulting HR		X	41857	X		
Sub	Next Steps Marketing, Inc.		X	41733		X	1037598
Prime	Davis & Associates Communications, Inc.		X	26344		X	1785923
Sub	Better World Group		X	46330		X	2017586
Sub	Estolano Advisors		X	42483		X	2002042
Sub	Fehr & Peers	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Mariposa Planning Solutions		X	49323	X		
Prime	Eastern Research Group Inc.	X			X		
Prime	Ana Lugo Bedolla dba Equity First Consulting	X			X		
Sub	Trillium Advisors	X			X		
Prime	Exygy, Inc.	X				X	2001043
Sub	The Justice Collective	X			X		
Sub	Propose LLC dba Sagent Marketing		X	37643		X	38182
Sub	Street Level Advisors	X			X		

ROLE	FIRM	DBE No	DBE Yes	if DBE Yes,	SBE No	SBE Yes	if SBE Yes,
				List #			List #
Prime	Guidehouse Inc.	X			X		
Sub	Pivot Strategies				X		
Sub	Brian Ansari & Associates Inc.		X	46571	X		
Sub	Othoring and Belonging Institute	X			X		
Prime	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Ogilvie Labs	X			X		
Prime	ICF Incorporated, LLC	X			X		
Prime	Kimley-Horn and Associates, Inc.	X			X		
Sub	HR&A Advisors, Inc.	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	Morado Consulting	X			X		
Sub	Vicus Planning		X	46234	X		
Prime	Christopher Jerome Lepe dba Mariposa Planning Solutions		X	49323	X		
Sub	Stuart Cohen Strategies	X			X		
Sub	Tamika L. Butler Consulting, LLC	X			X		
Sub	The Nova Rose Group	X			X		
Sub	Espousal Strategies	X			X		
Prime	Nelson\Nygaard Consulting Associates, Inc.	X			X		
Sub	Reflex Design Collective LLC		X	46293		X	2011622
Prime	Melanie Nutter dba Nutter Consulting, LLC	X			X		
Prime	RSCA Corporation dba Redwood Resources		X	42714		X	
Prime	Reflex Design Collective LLC		X	46293		X	2011622
Prime	The Mark USA, Inc.		X	49217		X	2020665
Prime	Urban Habitat Program	X			X		
Prime	WSP USA Inc.	X			X		
Sub	Kearns & West	X			X		
Sub	Raimi & Associates	X			X		